

Fiscal Services

Budget Message

FY 2001/02 and 2002/03

Over the past year, **the Fiscal Services Department** has undertaken numerous tasks, all of which are dedicated to the mission of providing sound financial management in order to provide county services with the highest degree of financial integrity and accountability.

The newest section of this department, **Grants Management**, has accomplished an impressive start-up record. Since inception of this program, just 16 months ago, we have submitted applications for 14 grants and have been selected to receive funding totaling approximately \$9.3M. We have networked with other grant organizations including the University of Central Florida to create technology transfer and partnership collaborations. These network opportunities heighten our funding possibilities and allow the County to become a visible community partner with educational institutions, state and federal governmental agencies, and community based service organizations. We are also calculating an indirect cost rate which, once approved by the U.S. Department of Management and Budget, will allow us to recover overhead costs of grants development and management.

This year marks our initial effort to develop a two year budget cycle. With the assistance and cooperation of County management, County departments, and Constitutional Officers, the **Budget Division** has coordinated the process of budget development for both expenditures and revenues over Fiscal Years 2001/02 and 2002/03. Our goals for this change in practice are three-fold:

- Improve long-range and strategic planning by considering program and budget needs over a longer horizon.
- Link operating and capital spending through detailed budgets over a minimum of two years.
- Reduce staff time dedicated to budget development in the second year of the budget cycle and redeploy staff to other critical functions and activities.

The Budget Division conducted twelve training sessions in order to adequately inform

employees about the budget process in general. The County received the Government Finance Officers Association Distinguished Budget Presentation award for the 8th consecutive year.

The **Purchasing Division** continues to grow as a procurement operation that awards over \$100 million annually in support of Seminole County's services and needs. We have had success in and will continue to refine our source selection procedures for complex projects, seek new sources of supply that bring competition and best value to the procurement process, increase cost avoidance in a competitive environment, and partner with industry to foster business relationships that are mutually beneficial. Additionally, we are in the process of making the appropriate changes to the Purchasing Manual to reflect current laws, statutes, and procurement policies. And we are working towards developing a procurement operation that supports e-commerce in a streamline, efficient and effective manner.

MSBU is excited about coordinating a pilot project in a County subdivision for the reconstruction of their neighborhood wall. Procedures to assist neighborhoods in the construction of walls has long been requested by the Board. Numerous legal and logistical issues have restrained the development of an MSBU wall procedure. Working with the County Attorney's Office and the Public Works department, MSBU presented a process to the Board, and our first project is now proceeding. Neighborhood streetlights continue to be an enhancement desired by many subdivisions. We undertook our first streetlight construction MSBUs in order to assist property owners with the up front costs by financing them over a five year period. We are anticipating the development of a contractual agreement between the County and the power companies to assist in developing street lighting MSBUs.

Fiscal Services remains committed to both our internal and external customers and looks forward to developing new processes which will easily facilitate our services.

Fiscal Services

Administration, Management Services,

Municipal Service Benefit Units

Seminole County

<http://www.co.seminole.fl.us/budget>

Mission

To provide sound financial management through efficient oversight of resources which supports the best interests of Seminole County citizens.

Business Strategy

The Department of Fiscal Services was created in 1975 to prepare and administer the County's budget, and to analyze, evaluate, and recommend improvements to County operations and programs. The Department expanded in 1996 to include Purchasing, and in 1999 added Grants Management complementing its fiscal responsibilities.

The Management Services Section provides comprehensive management support to County organizations through management studies and direction in development of performance measurement systems.

The Municipal Service Benefit Units (MSBU) Section assists property owners in unincorporated Seminole County to acquire public health and safety improvements or services in their communities, such as road paving and drainage, street lighting, water service, sidewalks, and aquatic weed control through special assessments on the benefiting property. The section coordinates financial administration of the MSBU Districts and the uniform method/non-ad valorem assessment process.

Objectives

Oversee all financial related activities in the best interest of the Board of County Commissioners and the citizens. Provide economic and financial projections and trends to County management and the Board of County Commissioners.

Recommend viable and advantageous financial plans.

Conduct management studies to identify and implement process improvements that result in greater program efficiency.

Administer the county-wide Performance Measurement System. Performance Measurement establishes baselines to monitor future performance, re-engineer targeted processes, support budget requests, or assist in future planning. The program assists line staff within various County operating departments in establishing meaningful performance measures.

Provide property owners with an opportunity to acquire enhancements through special taxing districts. Assist communities during the application and construction processes and, on approval, administer the assessment process.

Performance Measures

	FY 99/00 Actual	FY 00/01 Estimated	FY 01/02 Goal	FY 02/03 Goal
Number of management studies completed	3	4	4	4
Number of recommendations accepted	NA	90%	90%	90%
Number of special studies completed	3	3	3	3
MSBU construction project requests	NA	15	8	8
New MSBU construction projects	2	0	2	2
MSBU customer service calls	NA	3000	1260	900
Solid waste service changes	669	700	357	357
Number of street light requests received	22	20	19	19
Number of street light districts created	10	2	6	6
Number of street light construction districts created	2	0	2	2
Number of street light districts upgraded/changed	7	20	15	15

Department: FISCAL SERVICES					Seminole County	
Division:					FY 2001/02	
Section: ADMINISTRATION, MANAGEMENT SERVICES, MSBU					FY 2002/03	
	1999/00 Actual Expenditures	2000/01 Adopted Budget	2001/02 Adopted Budget	Percent Change 2001/02 Budget over 2000/01 Budget	2002/03 Approved Budget	Percent Change 2002/03 Budget over 2001/02 Budget
EXPENDITURES:						
Personal Services	370,957	456,932	396,496	-13.2%	421,688	6.4%
Operating Services	77,707	70,701	59,460	-15.9%	66,653	12.1%
Capital Outlay	0	0	0		0	
Debt Service	0	0	0		0	
Grants and Aid	0	0	0		0	
Reserves/Transfers	0	0	0		0	
Subtotal Operating	448,664	527,633	455,956	-13.6%	488,341	7.1%
Capital Improvements		0	0		0	
TOTAL EXPENDITURES	448,664	527,633	455,956	-13.6%	488,341	7.1%
FUNDING SOURCE(S)						
General Fund	448,664	527,633	455,956	-13.6%	488,341	7.1%
TOTAL FUNDING SOURCE(S)	448,664	527,633	455,956	-13.6%	488,341	7.1%
Full Time Positions	8	8	7		7	
Part-Time Positions	0	0	0		0	
New Programs and Highlights For Fiscal Year 2001/02						
Grants Management was previously included in this section but was separated out to improve the tracking of costs for future reimbursements.						
New Programs and Highlights For Fiscal Year 2002/03						
Capital Improvements		2001-02	2002-03	2003-04	2004-05	2005-06
Total Project Cost		0	0	0	0	0
Total Operating Impact		0	0	0	0	0

Mission

To provide sound financial management and promote a fiscally responsible environment so that current and future responsibilities of the County can be realized.

Business Strategy

The Budget Division is responsible for developing and maintaining a balanced budget, monitoring and analyzing ongoing fiscal activity, and producing documents and reports to assist management in financial planning and maximizing the allocation of resources. Fiscal issues are communicated to internal County departments, County management, elected officials and citizens. The Division also ensures the budget process adheres to the mandates set forth within all applicable state and local regulations and ordinances.

Objectives

Prepare, implement, monitor, and maintain the County's annual budget.

Develop reports and documents that clearly and effectively communicate the County's programs and related costs such as the adopted budget book, expenditure and revenue reports, public hearing books, and the supplemental budget.

Provide reliable revenue estimates based on historical review, composition analysis, and changes in legislation.

Coordinate development of financial feasibility for the five-year Capital Improvements Program.

Act as the County's in-house financial advisor and perform fiscal management, analysis and reporting on operations and on special projects requested by County management and the Board of County Commissioners.

Research and develop new revenue sources.

Performance Measures	FY 99/00 Actual	FY 00/01 Estimated	FY 01/02 Goal	FY 02/03 Goal
Dollar of value revenue receipts budgeted	\$378,933,701	\$335,686,960	\$353,304,226	\$488,224,487
Percent of actual receipts to budget	111%	106%	95%	95%
Dollar value of Budget Change Requests (BCRs) processed	\$11,341,974	\$12,181,430	\$17,044,091	\$14,646,735
Dollar value of BCRs as a percent of total budget	3%	3%	3%	3%
Monthly expenditure reports distributed within 10 days	N/A	10	12	12
Monthly revenue reports distributed within 10 days	N/A	10	12	12

Department:		FISCAL SERVICES			Seminole County	
Division:		BUDGET			FY 2001/02	
Section:					FY 2002/03	
		1999/00 Actual Expenditures	2000/01 Adopted Budget	2001/02 Adopted Budget	Percent Change 2001/02 Budget over 2000/01 Budget	Percent Change 2002/03 Budget over 2001/02 Budget
EXPENDITURES:						
Personal Services		264,285	296,112	307,286	3.8%	329,937 7.4%
Operating Services		16,116	21,285	21,148	-0.6%	20,025 -5.3%
Capital Outlay		0	0	0		0
Debt Service		0	0	0		0
Grants and Aid		0	0	0		0
Reserves/Transfers		0	0	0		0
Subtotal Operating		280,401	317,397	328,434	3.5%	349,962 6.6%
Capital Improvements		0	0	0	0	0
TOTAL EXPENDITURES		280,401	317,397	328,434	3.5%	349,962 6.6%
FUNDING SOURCE(S)						
General Fund		280,401	317,397	328,434	3.5%	349,962 6.6%
TOTAL FUNDING SOURCE(S)		280,401	317,397	328,434	3.5%	349,962 6.6%
Full Time Positions		6	6	6		6
Part-Time Positions		0	0	0		0
New Programs and Highlights for Fiscal Year 2001/02						
New Programs and Highlights for Fiscal Year 2002/03						
Capital Improvements		2001-02	2002-03	2003-04	2004-05	2005-06
Total Project Cost		0	0	0	0	0
Total Operating Impact		0	0	0	0	0

Mission

To provide quality assistance in researching and securing grants that enable the County's operational units to expand organizational goals and increase service delivery to our citizens.

Business Strategy

The function of the Grants Management section is to facilitate grant research activities among county departments, agencies, and community-based organizations. Our goal is to provide quality assistance in researching and securing grants that enable agencies to reach organizational goals and therefore increase service delivery to our citizens.

Objectives

Research, coordinate, and monitor grant opportunities for all departments under the Board of County Commissioners.

Performance Measures	FY 99/00 Actual	FY 00/01 Estimated	FY 01/02 Goal	FY 02/03 Goal
Number of submitted grant proposals	8	10	12	14
Dollar value of submitted proposals	\$6.7M	\$3.3M	\$5M	\$6M
Number of proposals selected for funding	5	8	8	10
Dollar value of selected proposals	\$6.4M	\$2.9M	\$3.5M	\$4.3M
Cost per proposal	\$2,940	\$5,892	\$5,156	\$4,584
Rate of successful applications	96%	88%	70%	72%

Department:		FISCAL SERVICES				Seminole County	
Division:						FY 2001/02	
Section:		GRANTS MANAGEMENT				FY 2002/03	
		1999/00 Actual Expenditures	2000/01 Adopted Budget	2001/02 Adopted Budget	Percent Change 2001/02 Budget over 2000/01 Budget	2002/03 Approved Budget	Percent Change 2002/03 Budget over 2001/02 Budget
EXPENDITURES:							
Personal Services		0	0	71,949	100.0%	76,388	6.2%
Operating Services		0	0	11,627	100.0%	8,171	-29.7%
Capital Outlay		0	0	0		0	
Debt Service		0	0	0		0	
Grants and Aid		0	0	0		0	
Reserves/Transfers		0	0	0		0	
Subtotal Operating		0	0	83,576	100.0%	84,559	1.2%
Capital Improvements		0	0	0		0	
TOTAL EXPENDITURES		0	0	83,576	100.0%	84,559	1.2%
FUNDING SOURCE(S)							
General Fund		0	0	83,576	100.0%	84,559	1.2%
TOTAL FUNDING SOURCE(S)		0	0	83,576	100.0%	84,559	1.2%
Full Time Positions		0	0	1		1	
Part-Time Positions		0	0	0		0	
New Programs and Highlights for Fiscal Year 2001/02							
<p>A new section separated from Fiscal Services/Administration to improve the tracking of costs for future reimbursements.</p> <p>Budget includes intern position and associated costs.</p>							16,034
New Programs and Highlights for Fiscal Year 2002/03							
Capital Improvements		2001-02	2002-03	2003-04	2004-05	2005-06	
Total Project Cost		0	0	0	0	0	
Total Operating Impact		0	0	0	0	0	

Mission

To provide excellent customer service by knowledgeable and professional personnel to procure goods, services, and construction; provide contract management and the maintenance/disposal of fixed assets; maintain compliance with Florida Statutes and the County Code in all activities.

Business Strategy

The Purchasing Division shall procure with integrity, goods, services, and construction within a time frame that meets our customers needs and at the best value. Purchasing's functions include processing requisitions; overseeing the Purchasing Card Program; receiving competitive prices through quotes, bids, negotiations, and proposals, issuing purchasing orders, change orders, work orders and contracts that total over \$100 million dollars which are within budgeted funds; and assisting in the management of contracts from initiation through final Board approval to the expiration of the contracts. Purchasing is also responsible for over 11,000 fixed (personal) assets and their disposition.

Objectives

Ensure countywide compliance of the Purchasing code and procedures, while maintaining an effective operation of the procurement, fixed assets, and contract process.

Provide innovative purchasing solutions, while maintaining customer satisfaction and achieving management's objectives in the purchasing, fixed assets, and contract process.

Utilize new technological and procurement trends, and provide the necessary education for certification.

Automate the renewal process of continuing and professional services contracts to allow for lead time for renewals and/or rebidding.

Monitor the Purchasing Card Program, while developing more annual bids which can utilize the purchasing card.

Performance Measures

	FY 99/00 Actual	FY 00/01 Estimated	FY 01/02 Goal	FY 02/03 Goal
Number of formal contracts issued for over \$50,000	37	51	50	52
Percentage of satisfied customers	99%	100%	100%	100%
Total cost avoidance realized	\$4,467,119	\$7,500,000	\$7,800,000	\$8,000,000
Number of fixed assets tagged	1,058	1,111	1,166	1,224
Number of purchase orders processed	1,947	2,058	2,400	2,500
Number of purchase card transactions	9,609	11,400	12,500	13,700
Bids, RFPs, RFQs, Master Agreements and miscellaneous contracts	226	265	360	370
Total value of all transactions	\$79,125,260	\$101,250,000	\$100,000,000	\$105,000,000

Department:		FISCAL SERVICES			Seminole County	
Division:		PURCHASING			FY 2001/02	
Section:					FY 2002/03	
		1999/00 Actual Expenditures	2000/01 Adopted Budget	2001/02 Adopted Budget	Percent Change 2001/02 Budget over 2000/01 Budget	Percent Change 2002/03 Budget over 2001/02 Budget
EXPENDITURES:						
Personal Services		505,868	591,792	604,561	2.2%	644,749 6.6%
Operating Services		53,612	68,415	75,822	10.8%	75,730 -0.1%
Capital Outlay		0	5,500	0	-100.0%	0
Debt Service		0	0	0		0
Grants and Aid		0	0	0		0
Reserves/Transfers		0	0	0		0
Subtotal Operating		559,480	665,707	680,383	2.2%	720,479 5.9%
Capital Improvements		0	0	0		0
TOTAL EXPENDITURES		559,480	665,707	680,383	2.2%	720,479 5.9%
FUNDING SOURCE(S)						
General Fund		559,480	665,707	680,383	2.2%	720,479 5.9%
TOTAL FUNDING SOURCE(S)		559,480	665,707	680,383	2.2%	720,479 5.9%
Full Time Positions		11	12	12		12
Part-Time Positions		0	0	0		0
New Programs and Highlights for Fiscal Year 2001/02						
New Programs and Highlights for Fiscal Year 2002/03						
Capital Improvements		2001-02	2002-03	2003-04	2004-05	2005-06
Total Project Cost		0	0	0	0	0
Total Operating Impact		0	0	0	0	0

Department:		FISCAL SERVICES			Seminole County	
Division:					FY 2001/02	
Section:		CENTRAL CHARGES			FY 2002/03	
	1999/00 Actual Expenditures	2000/01 Adopted Budget	2001/02 Adopted Budget	Percent Change 2001/02 Budget over 2000/01 Budget	2002/03 Approved Budget	Percent Change 2002/03 Budget over 2001/02 Budget
EXPENDITURES:						
Personal Services	93,329	203,870	203,870	0.0%	203,870	0.0%
Operating Services	88,193	92,982	101,013	8.6%	109,937	8.8%
Capital Outlay	0	0	0		0	
Debt Service	54,347	54,447	554,348	918.1%	554,349	0.0%
Grants and Aid	1,812,852	1,858,625	1,986,104	6.9%	2,188,357	10.2%
Reserves/Refunds	298,372	300,000	300,000	0.0%	300,000	0.0%
Subtotal Operating	2,347,093	2,509,924	3,145,335	25.3%	3,356,513	6.7%
Capital Improvements	0	0	0		0	
TOTAL EXPENDITURES	2,347,093	2,509,924	3,145,335	25.3%	3,356,513	6.7%
FUNDING SOURCE(S)						
General Fund	2,347,093	2,509,924	3,145,335	25.3%	3,356,513	6.7%
TOTAL FUNDING SOURCE(S)	2,347,093	2,509,924	3,145,335	25.3%	3,356,513	6.7%
Full Time Positions	0	0	0		0	
Part-Time Positions	0	0	0		0	
New Programs and Highlights for Fiscal Year 2001/02						
General Fund paid time off (PTO) - includes payments for the paid time off buyback program and payments to the staff members for paid time off balances upon resignation or termination. PTO funding in the central charges account is transferred to operating divisions as needed throughout the fiscal year, includes FICA and Florida Retirement System contribution expenses.						203,870
General Fund annual audit expense						98,813
Sanford CRA Payment						76,746
Altamonte Springs CRA payment						1,796,503
Casselberry CRA payment						112,855
Hunt's End debt service payment						54,348
Commercial paper payment related to the Public Safety building correction						500,000
New Programs and Highlights for Fiscal Year 2002/03						
General Fund paid time off (PTO) - includes payments for the paid time off buyback program and payments to the staff members for paid time off balances upon resignation or termination. PTO funding in the central charges account is transferred to operating divisions as needed throughout the fiscal year, includes FICA and Florida Retirement System contribution expenses.						203,870
General Fund annual audit expense						107,737
Sanford CRA Payment						96,620
Altamonte Springs CRA payment						1,953,769
Casselberry CRA payment						137,968
Hunt's End debt service payment						54,349
Commercial paper payment related to the Public Safety building correction						500,000
Capital Improvements		2001-02	2002-03	2003-04	2004-05	2005-06
Total Project Cost		0	0	0	0	0
Total Operating Impact		0	0	0	0	0